

Core Areas 2023 and Beyond

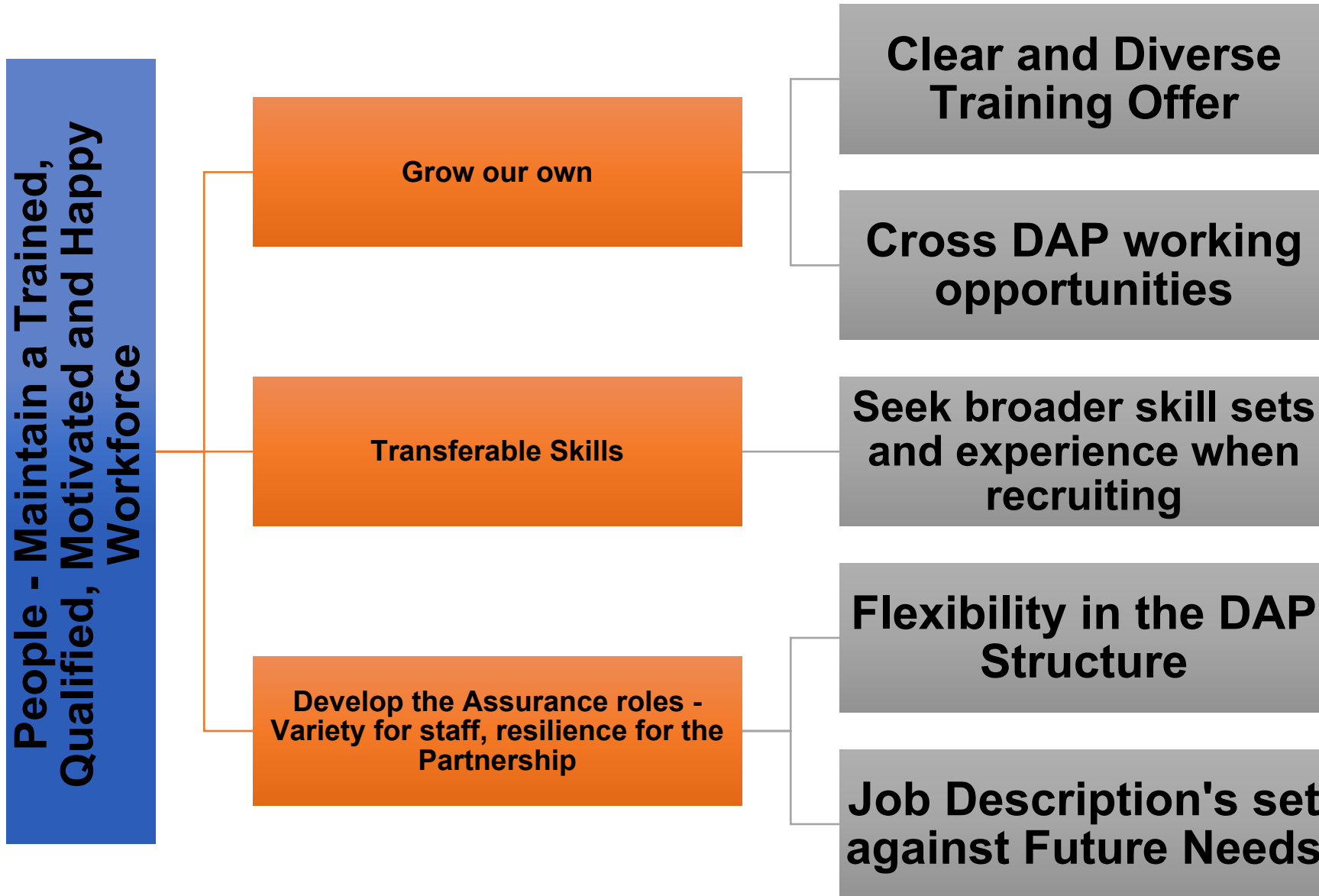
The following pages set out the high level strategic aims designed to ensure that the Partnership can build on its existing success in the coming years. The aims are supported by a detailed risk creation activity, and it is the mitigations within these that can inform and underpin broader Business/Operational Plans that can evolve as we do.

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Core Areas 2023 and Beyond People



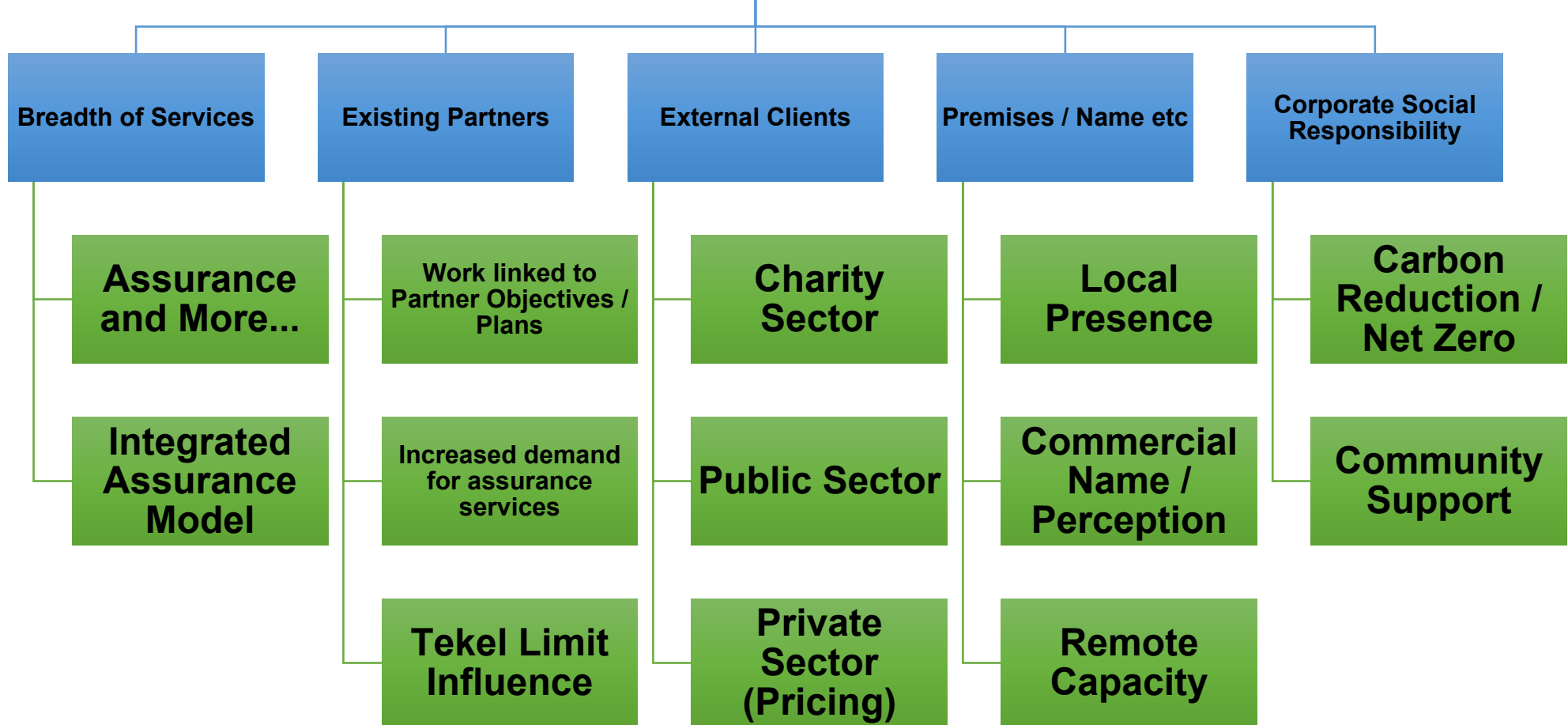
Core Areas 2023 and Beyond Quality



Core Areas 2023 and Beyond

Growth and Sustainability

Growth and Sustainability - The right growth at the right time



Headline Risks

Item	Description	Detail
Name & Date	Name of person identifying risk and date	Tony Rose - May 2023
Objective	What is the objective that this risk would affect if it were to occur? (Max 300 characters)	(Risk) People – Maintain a Trained, Qualified and Content Workforce
Risk title	Brief unique identifier (max. 100 characters)	Workforce Sustainability, Quality, Experience and Depth
Describe hazard	Description of the hazard and the potential harm(s) caused if the hazard is not adequately contained or removed. Consider health, reputation, legal, financial, performance / quality standards, stakeholders and service users.	<p>Cause/s</p> <ul style="list-style-type: none"> Salaries available to staff are not sufficient to meet their needs/demands. Ability to work remotely opens up new opportunities elsewhere for staff. Career development opportunities are not in place within DAP. Training available does not meet staff aspirations. Training available does not meet DAPs delivery needs. Client/Partner funding contraction results in reduced work requirements. Funding for training is not available. Staffing levels are not sufficient to release time for training. <p>Core Event – Staff in place at any given point in time do not have the required skills.</p> <p>Impact/s</p> <ul style="list-style-type: none"> Inability to deliver core work for Partners. Damage to DAP / Partner working relationships. Perception as a good employer diminishes and affects future recruitment. Reduced Income. Increased pressure on remaining team. Quality of work reduces. Knowledge is lost so work cannot be undertaken.
Describe likelihood of occurrence	Describe the background and likelihood of the hazard occurring if it is not adequately controlled or removed. If available, outline any evidence or historic event information used to inform the likelihood.	<ul style="list-style-type: none"> Current employment market for assurance staff favours employees. Elevated levels of staff turnover have been seen in recent years due to a desire for change, new opportunities arising and retirement. Global financial context pushes staff towards a need for greater income.
Outline mitigating	What actions or activities are in place or planned to adequately control or remove the hazard.	<ul style="list-style-type: none"> Commenced a programme of grow our own in 2021. Continued to actively recruit fresh staff to train via apprenticeships. Seeking staff with transferable skills rather than qualifications. Clear Plans for the future growth of the Partnership.

Headline Risks

actions / activities		<ul style="list-style-type: none"> Review of Dap wide JD's. Broaden the scope of work available to all. 			
Outline controls	Describe the arrangements for monitoring, reviewing, recording and assessing the impact of the mitigating actions / activities agreed to mitigate against the risk.	<ul style="list-style-type: none"> Regular resource planning, review and management Staff Surveys Regular staff interaction and 1-2-1 Regular communications to staff members to promote ownership and involvement in the success of DAP. 			
Risk scores	Use the risk matrix to calculate risk score (impact x likelihood). <ul style="list-style-type: none"> Inherent score assumes the worst case scenario if there are no mitigating actions in place. Current should reflect today's position considering alongside any current mitigating activity / actions. 		Impact (Guide)	Likelihood (Guide)	Score & Status
		Inherent	4	6	24 – Very High
		Current	3	5	15 – High
		Target Score	3	3	9 – Low
Risk Owner	Programme / project lead tasked with the day to day management of the risk, the person who will be contacted if there is a query and notified of review due dates.	Deputy Head of DAP		Category	
				Delete as Appropriate	
				Strategic	
Accountable Officer	Manager / Director accountable for the risk	Head of DAP		Theme	
				Delete as Appropriate	

Headline Risks

Item	Description	Provide detail - one risk only per form
Name & Date	Name of person identifying risk and date	Tony Rose – July 2023
Objective	What is the objective that this risk would affect if it were to occur? (Max 300 characters)	(Risk) Quality – In all that we do
Risk title	Brief unique identifier (max. 100 characters)	Delivery of Quality in all outputs and interactions
Describe hazard	Description of the hazard and the potential harm(s) caused if the hazard is not adequately contained or removed. Consider health, reputation, legal, financial, performance / quality standards, stakeholders and service users.	<ul style="list-style-type: none"> • Staff are not trained properly. • Staff levels are too low / staff workloads are too high. • Staff experience is not balanced (i.e. to many new vs experienced staff) • Systems in use are not designed to support a process of producing quality outputs. • Motivation to deliver quality work is not maintained. • Internal Quality Assurance processes do not effectively capture where quality can/needs to be improved. • Support/training on people skills is not provided. • Success is not made a priority for staff. • Staff are not empowered to take pride in their work. <p>Core Event – The outputs and/or interactions with Partners and Clients fall below a level set by DAP / expected by the customer.</p> <ul style="list-style-type: none"> • Reputation is damaged / repeat business opportunities are lost. • Increased time requirement to rectify issues that arise. • Existing partners look for other providers. • Staff moral drops feeding a cycle of decline. • New business is not obtained at the level required for sustainability and growth.
Describe likelihood of occurrence	Describe the background and likelihood of the hazard occurring if it is not adequately controlled or removed. If available, outline any evidence or historic event information used to inform the likelihood.	<p>There is a diverse range of staff, skills and experience as well as client demands. Each has in the past resulted in pressure on core processes that has impacted on the quality of outputs.</p> <p>The period 2021-2023 seen one of the highest levels of staff turnover since the partnership was formed.</p>

Headline Risks

Outline mitigating actions / activities	What actions or activities are in place or planned to adequately control or remove the hazard.	<ul style="list-style-type: none"> • Development Forums to share knowledge. • Internal QA • Broader DAP Post Completion QA • DAP Training Plan • Investment in training • Online Training access • Annual PDR • 1-2-1's • DAP Training Days • Joint local training events • Exposure to varied work • External Reviews of work • Report writing workshops 			
Outline controls	Describe the arrangements for monitoring, reviewing, recording and assessing the impact of the mitigating actions / activities agreed to mitigate against the risk.	<ul style="list-style-type: none"> • Management leads for core DAP Activity • Regular updates to DAP Managers, DAP Management Board and in turn DAP Committee 			
Risk scores	Use the risk matrix to calculate risk score (impact x likelihood). <ul style="list-style-type: none"> • Inherent score assumes the worst case scenario if there are no mitigating actions in place. • Current should reflect today's position considering alongside any current mitigating activity / actions. 		Impact (Guide)	Likelihood (Guide)	Score & Status
		Inherent	4	5	20 – High
		Current	4	4	16 – High
		Target Score	2	3	6 - Low
Risk Owner	Programme / project lead tasked with the day to day management of the risk, the person who will be contacted if there is a query and notified of review due dates.	Head of DAP		Category	
				Strategic	
Accountable Officer	Manager / Director accountable for the risk	Partnership Management Board		Theme Delete as Appropriate	

Headline Risks

Item	Description	Provide detail - one risk only per form
Name & Date	Name of person identifying risk and date	TR – August 2023
Objective	What is the objective that this risk would affect if it were to occur? (Max 300 characters)	(Risk) Growth and Sustainability
Risk title	Brief unique identifier (max. 100 characters)	Partnership Growth and Sustainability
Describe hazard	Description of the hazard and the potential harm(s) caused if the hazard is not adequately contained or removed. Consider health, reputation, legal, financial, performance / quality standards, stakeholders and service users.	<ul style="list-style-type: none"> • The Partnership service offer does not change with the broader context of the Partner and Client operating environment. • Core Partner funding is cut. • Tekel Limit reduces. • Greater competition in the pool of work available to bid for. • Regulatory changes. • Growth decisions are not taken on a risk informed basis. • The employment market is not sufficient to resource the work. • The work changes beyond what we can deliver with the skillset available. <p>Core Event – Income levels cannot sustain service delivery without cutbacks.</p> <ul style="list-style-type: none"> • Reduction in staffing levels. • Increase in core cost per day due to less volume for indirect cost split. • Loss of expertise. • Reduction in output quality. • Reputation suffers. • Cycle of decline is initiated. • Partners leave. • Partnership consumed by another entity.
Describe likelihood of occurrence	Describe the background and likelihood of the hazard occurring if it is not adequately controlled or removed. If available, outline any evidence or historic event information used to inform the likelihood.	<ul style="list-style-type: none"> • Pressure in Public Sector means funding is at risk. • Core cost base is sustainable. • Growth has been steady over time

Headline Risks

Outline mitigating actions / activities	What actions or activities are in place or planned to adequately control or remove the hazard.	<ul style="list-style-type: none"> • Cost base is under review to reduce fixed costs. • Workforce includes range of Permanent and Temporary staff. • Some staff will retire in coming years. • Ongoing bids being worked on / submitted. • Seek other opportunities to increase turnover and Tekel Limit • Build strategic partnership to share/draw on knowledge and skills if gaps arise. 			
Outline controls	Describe the arrangements for monitoring, reviewing, recording and assessing the impact of the mitigating actions / activities agreed to mitigate against the risk.	<ul style="list-style-type: none"> • Regular budget monitoring. • Management Meetings to support staff and quality. • Signed up to bid awareness tool. • Better understanding of costing of each piece of work is now underway via Pentana. 			
Risk scores	Use the risk matrix to calculate risk score (impact x likelihood). <ul style="list-style-type: none"> • Inherent score assumes the worst case scenario if there are no mitigating actions in place. • Current should reflect today's position considering alongside any current mitigating activity / actions. 		Impact (Guide)	Likelihood (Guide)	Score & Status
		Inherent	3	4	12 – Medium
		Current	3	3	9 - Low
Risk Owner	Programme / project lead tasked with the day to day management of the risk, the person who will be contacted if there is a query and notified of review due dates.	Head of DAP		Category Delete as Appropriate	
Accountable Officer		Partnership Management Board		Theme Delete as Appropriate	